



Office of Children's Services
Empowering communities to serve youth

Using Continuous Quality Improvement (CQI) to Make a Difference in CSA

Training for Community Policy and Management Teams

Warm-Up Activity

- How do you know that your CSA program is doing a good job?
- What can help you answer the "Are we doing a good job" question?



Why are we here?

SEC directed an ad hoc workgroup to develop tools to assist CPMTs



Workgroup Goals and Priorities

To support and equip localities with:

- Clear and consistent terminology
- Easy-to-use tools to assist CPMTs with meeting COV requirements
- Program improvement strategies



Today's Learning Objectives

- Gain an understanding of Continuous Quality Improvement (CQI) and how it can be used to help localities in meeting the statutory requirements for CPMTs; and
- Learn to use newly developed tools that will equip CPMTs to review data and develop strategies for program improvement

Code of Virginia Requirements for CPMTs

§2.2-5206 (CPMT; Powers and Duties)

- ✓ Long-range community-wide planning
- ✓ Review and analyze data
- Appropriation Act (Item B.3)
"Each locality ... shall have a utilization management process..."



Why is this Important to Your CSA Program?

In addition to COV Requirements:

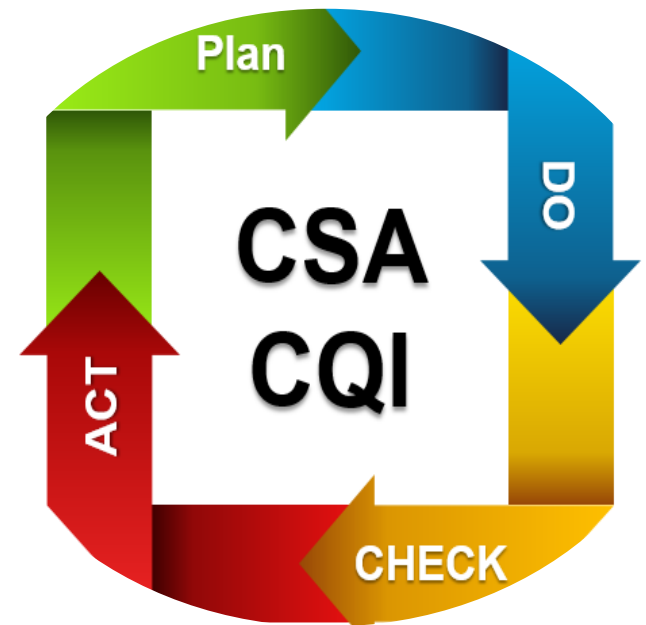
- CSA audit process
- Financial impact
 - \$393.9 million spent
 - \$135 million in local funds
 - More than 15,000 children/families served



What is Continuous Quality Improvement

Reviewing data and using it to make plans and decisions to improve programs and outcomes

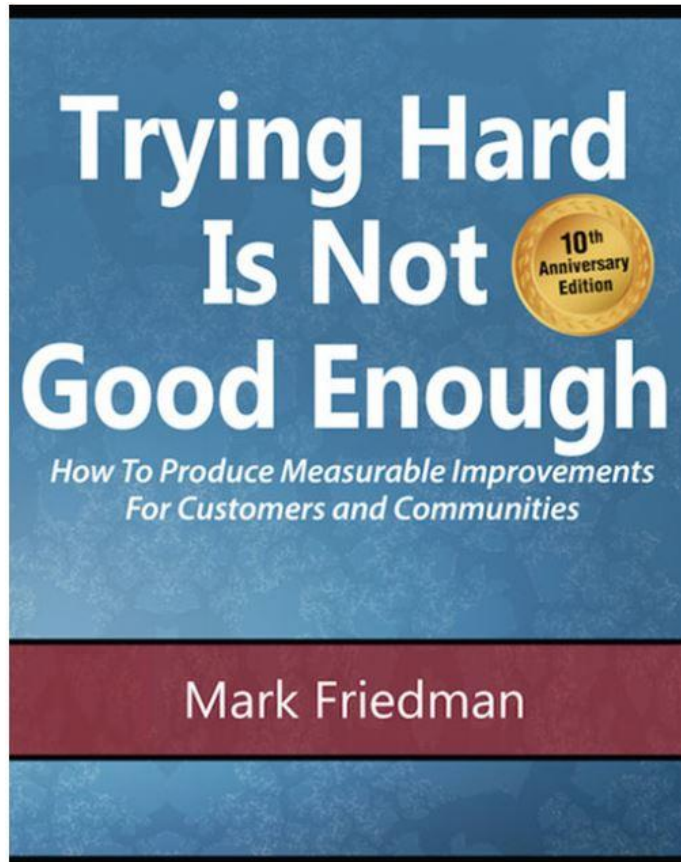
- C in CQI is continuous
- CSA Utilization Management is often confused with Utilization Review
- Name change for clarity and improvements



Clear and Consistent Terminology

- Easy to understand key terms
- Documented, consistent definitions
- Point of reference for CQI activities
- Will be updated on an ongoing basis





“A framework for getting from talk to action quickly and making a difference, not just trying hard and hoping for the best.”

Asks three key questions?

- How much did we do?
- How well did we do it?
- Is anyone better off?

Results Based Accountability (RBA)

"All performance measures that have ever existed for any program in the history of the universe involve answering two sets of interlocking questions."

Effort

How hard did we try?

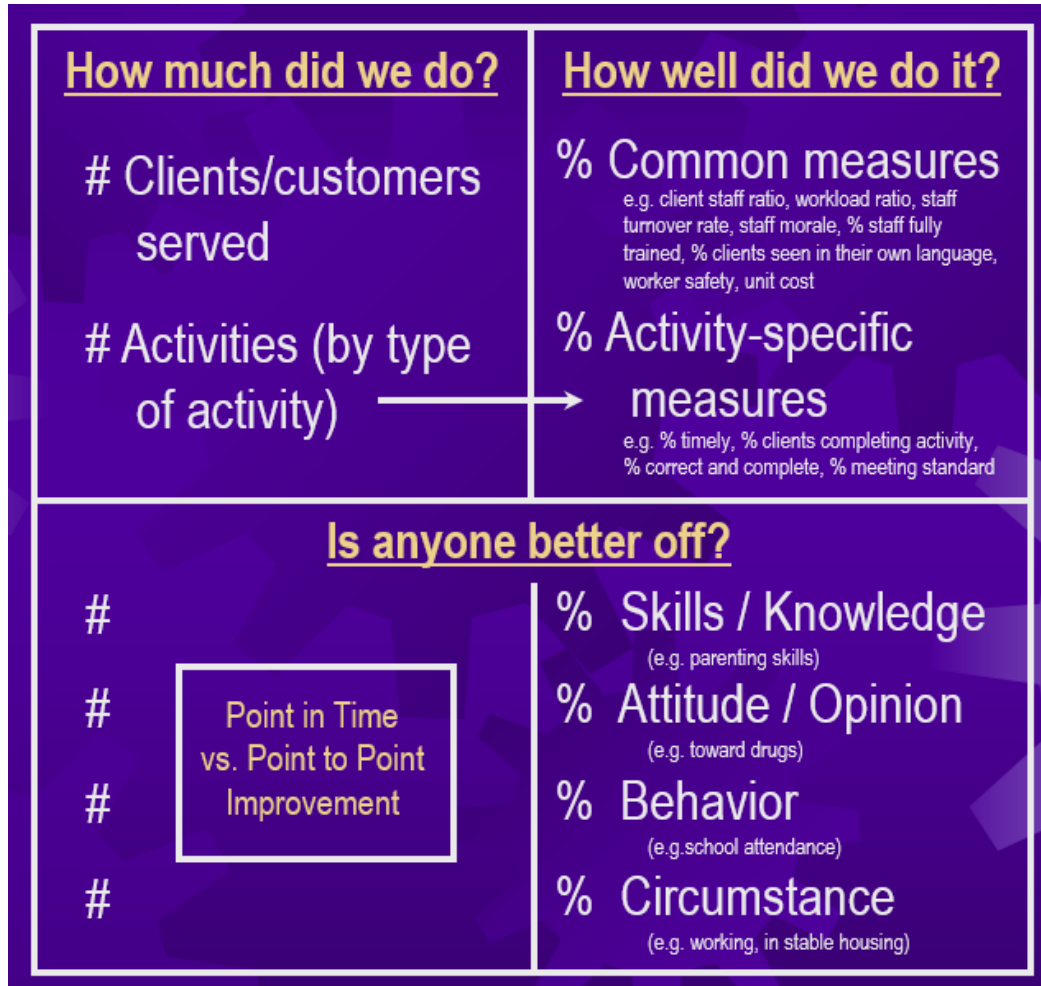
Effect

Is anyone better off?

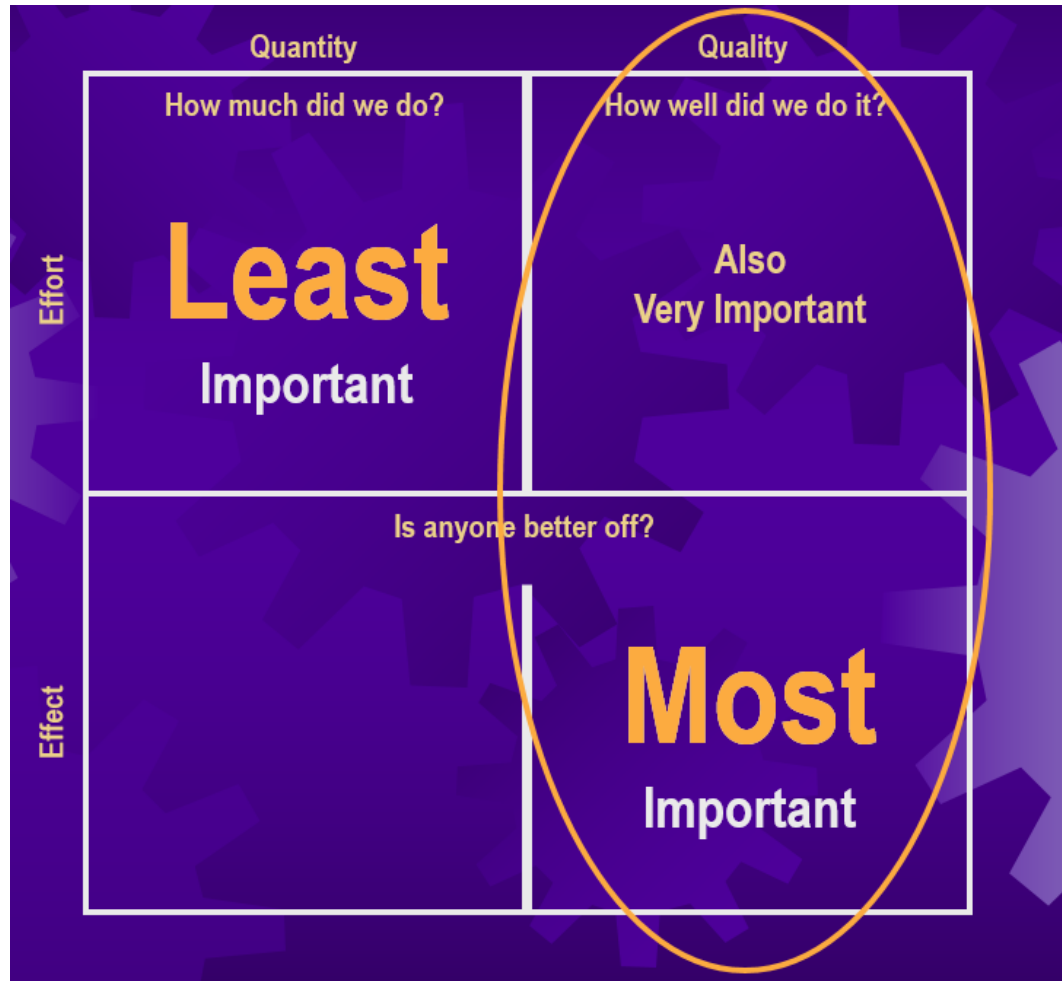
“All performance measures that have ever existed for any program in the history of the universe involve answering two sets of interlocking questions.”

| | Quantity | Quality |
|------------------|--|---|
| Input Effort | How much service did we deliver? | How well did we deliver it? |
| Output Effect | How much change / effect did we produce? | What quality of change / effect did we produce? |

Types of Measures Found in Each Quadrant



Not All Performance Measures Are Created Equal



Friedman's RBA Framework: A Local CSA Program

| | | Quantity | Quality |
|--------|---|---|---------|
| Effort | <p>How much did we do?</p> <p>Number of Children Served</p> | <p>How well did we do it?</p> <p>Percent of Referrals to FAPT with service initiation within 30 days</p> | |
| | <p>Effect</p> <p>Is anyone better off?</p> <p><u>Number</u> of children with decreased CANS Behavior/Emotional Needs Domain scores over time</p> <ul style="list-style-type: none"> - Initial Assessment - Reassessment | <p><u>Percent</u> of children with decreased CANS Behavior/Emotional Needs Domain scores over time</p> <ul style="list-style-type: none"> - Initial Assessment - Reassessment | |

Friedman's RBA Framework: A Local CSA Program

| | | Quantity | Quality |
|--------|--|---|---------|
| Effort | <p>How much did we do?</p> <p>Number of children enrolled in private day education settings</p> | <p>How well did we do it?</p> <p>Percent of children enrolled in DOE-licensed special education programs</p> | |
| | <p>Is anyone better off?</p> <p><u>Number</u> of children in private day education settings with increased Standardized Test scores</p> <ul style="list-style-type: none"> - End of School Year - Year to Year | <p><u>Percent</u> of children in private day education settings with increased Standardized Test scores</p> <ul style="list-style-type: none"> - End of School Year - Year to Year | |
| Effect | | | |



Remember the three key questions?

- How much did we do? (#)
- How well did we do it? (%)
- Is anyone better off?
(Outcomes: # and %)
(Skills/Attitudes/Behavior/
Circumstances)

Types of Data:

- Quantitative
- Qualitative (may be especially helpful in evaluating outcomes, stories behind the numbers)

Application Activity

A = How much did we do? (#)

B = How well did we do it? (%)

C = Is anyone better off? (# or %)

Continuous Quality Improvement: New Tools



- Data Dashboard
- Documentation Template

CSA CQI Dashboard



Finance

Demographics/Utilization

Outcome Measures

Location
All

At-A-Glance

| | FY 2017 | FY 2018 |
|----------------------|-----------------|-----------------|
| | 15,743 | 15,744 |
| Distinct Child Count | | |
| | 391.3M | 415.7M |
| Gross Expenditures | | |
| | 381.7M | 394.0M |
| Net Expenditures | | |
| | \$24,855 | \$26,405 |
| Average Expenditure | | |
| | -- | -- |
| Base Match Rate | | |
| | 0.3440 | 0.3430 |
| Effective Match Rate | | |

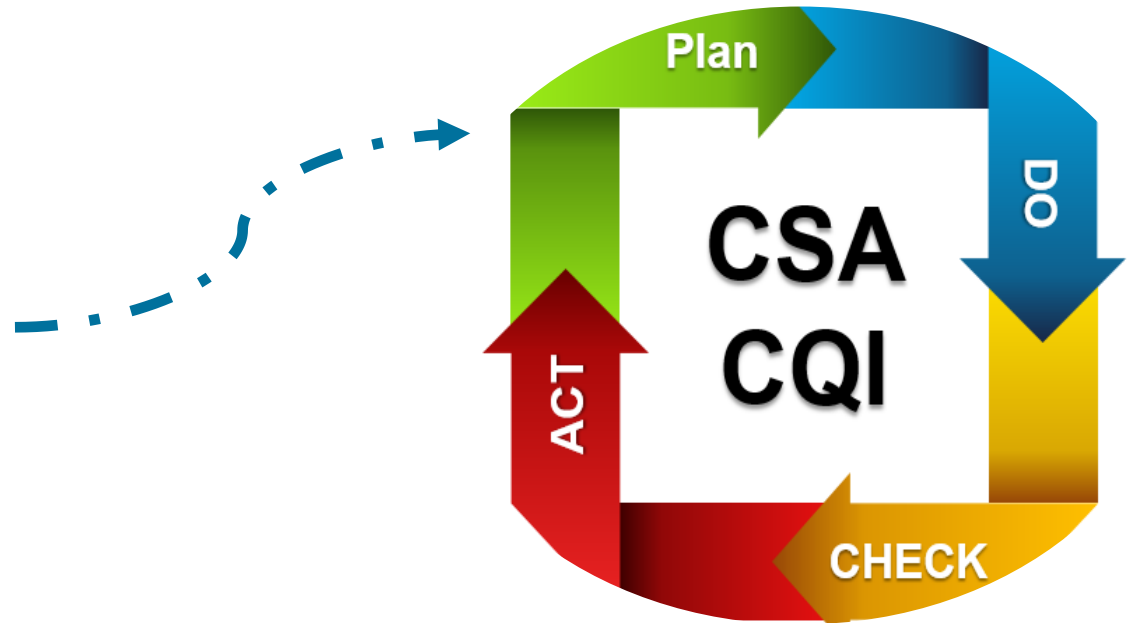
Additional Local Data Resources

- CSA Service Gap Survey
- Local needs assessments
- Promoting Safe and Stable Families (PSSF) plans
- Virginia Juvenile Community Crime Control Act (VJCCCA) plans
- Family/customer feedback surveys
- ??????

CSA CQI Documentation Template

| CSA CQI Documentation Template For: | | | | | | |
|--|-------------------|-----------------------|-------------------------|--|------------------------------|----------------|
| Data Point Reviewed | CPMT Observations | Date Reviewed by CPMT | Planned Responses/Goals | Assignments and Responsibility (Assigned to) | Timeframe for Planned Action | Date Completed |
| Number of Children Served (Distinct Child Count) | | | | | | |
| Total Gross/Net Expenditures | | | | | | |
| Number of Children Served (Distinct Child Count) | | | | | | |
| Demographics (Child Count or Percent by Race, Gender, Age) | | | | | | |
| Child Count/Percent by Service Placement Type | | | | | | |
| Total Gross Expenditures by Service Placement Type | | | | | | |
| Outcome: CANS Child School Domain (upward trend=improvement) | | | | | | |
| Outcome: Community-Based Services (upward trend=improvement) | | | | | | |
| | | | | | | |

The CQI Cycle In Action



Plan

Theory



Reality and
Best Approach



- Engage your team
- Identify roles and responsibilities
- Document and record your ideas
- Set a schedule for reviews, discussions, and checks

Goal Setting: Get SMART

Is Your Goal a SMART Goal?

A SMART resolution is not a basic statement or wish; it is a clearly drawn pathway to success, and a way to state not just what you want, but what you will do to accomplish it.

Specific → Clearly define your goal. Make it as specific as possible, and write down exactly why you want to achieve this goal.

Measurable → Make your goal measurable. Whatever you want to achieve, make sure you have a way of measuring when you meet your goal.

Achievable → Is your goal achievable in the allotted time? What steps must you take in order to achieve this goal?

Realistic → Be realistic about how long it'll take to reach your goal, and the steps you're taking to get there.

Timestamped → Time sensitive goals are more likely to be achieved, whereas a loose thought will get piled behind a to-do list that keeps on growing.



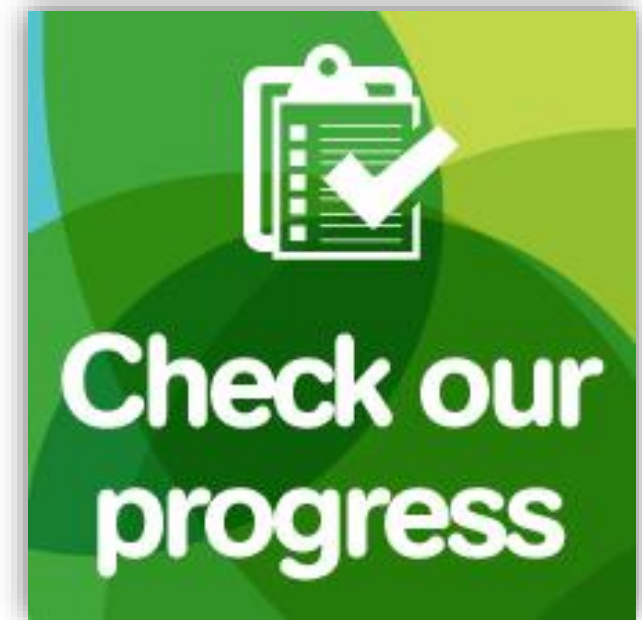
Do

- Implement the plan
- Administer the program
- Collect information and data as you go
- Note problems or issues



Check

- Complete data analysis
- Compare data results to previously established goals
- Summarize what was learned
- Use Documentation Template



Act

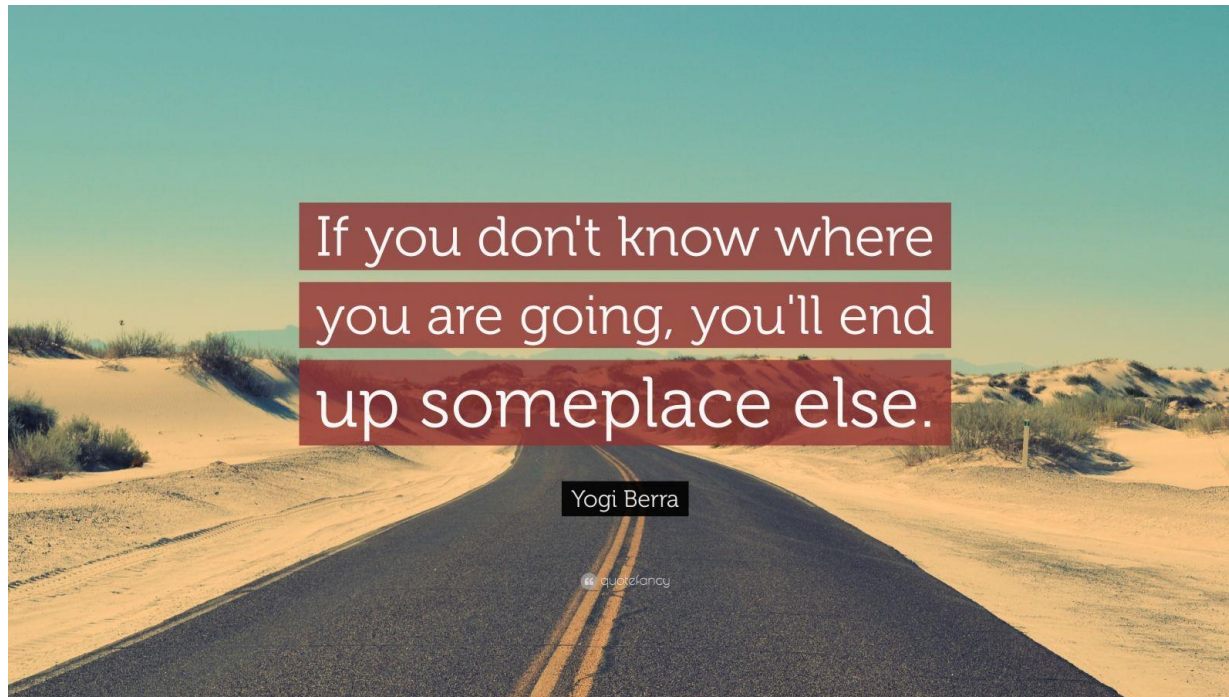
- Reflect on the Plan and Outcomes
- Update and make any course corrections
- Celebrate Successes and Lessons Learned



Implementation Strategies



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**THANK
YOU**
for
**PARTICIPATING
ANY QUESTIONS?**